



Missouri Department of
MENTAL HEALTH

FY2023 ANNUAL REPORT

Strategic Directions
2022-2027

8

**Strategic
Directions
Themes**

303

**Defined
Initiatives**

58

**Completed
Initiatives**

WORKFORCE

DMH is committed to fostering professional development, optimizing personal management practices, and creating a supportive work culture.

46

Initiatives Defined

13

Initiatives Completed



7,372 FTE

An 11% increase since
July 2022

35%

DMH Turnover
Rate

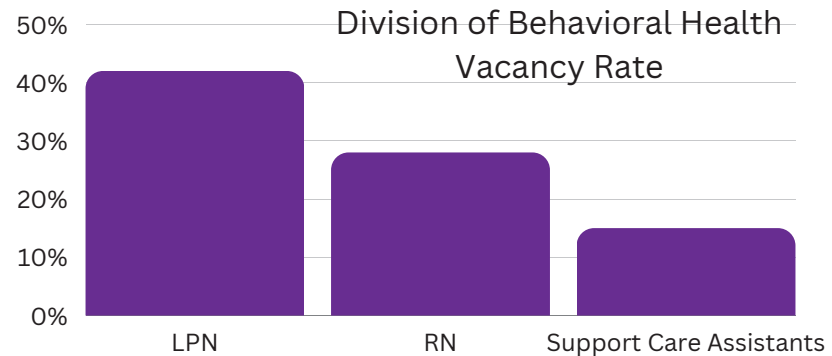
Workforce shortages affect DMH and all provider agencies from front line direct support professionals to clinical staff.

70%

DMH Support Care
Turnover Rate

40%

Division of
Developmental
Disabilities Direct
Care Vacancy Rates



**Targeted
Salary
Adjustments**



Implemented a
\$2.00
pay differential

Applied pay differential
by hour and expanded
eligible classifications

8.7%

Pay Increase for
all DMH Staff

Critical Incident Stress Management (CISM)

Launched DMH Peer
Network of Critical Incident
Stress Management (CISM)



Conducted

4

3 day training
sessions

75

trained CISM
peers joined the
network

51

Referred Incidents in the first 3
months during the “soft launch” of
the program April-June, 2023.

Professional Development

More than
45,000 hrs
of LinkedIn Learning
content viewed by
DMH staff

Implemented
Professional and
Leadership
Development
Award (PLDA)

27
graduates from
the DMH
Leadership
Academy



DMH Safety Assessments

Conducted Safety site visits with
General Service’s at all regional offices
and implemented safety improvements.

Established Alert, Lockdown, Inform, Counter and
Evacuate (ALICE) trainers in all DMH locations and
conducted ALICE trainings to prepare staff on how
to handle various situations.

WORKFORCE

Behavioral Health Community Support Provider Workforce Data

40-60%

Missouri turnover rate for case management level employees

20%

of providers listed case management as an area of "greatest need"

For every open position, approximately
20 consumers
are not receiving services.

Behavioral Health Support (BHS) Associates Program

The Associate of Applied Science Degree in Behavioral Health Support is designed to prepare students for employment within the behavioral health provider network immediately upon graduation. This first-of-its-kind program was created to address substantial job vacancies and minimize staff turnover in entry-level positions within Missouri's behavioral health workforce.

78

students currently enrolled

128

graduated students



IDD Community Workforce Data

from NCI's 2021 State of the Workforce Survey

The stability of the Direct Support Professional (DSP) workforce impacts the safety and security of individuals served. Each year National Core Indicators Intellectual and Developmental Disabilities (NCI-IDD) works with member states to implement the State of the Workforce Survey.

51.8%

MO DSP
Turnover Rate

\$13.69

MO DSP Average
Hourly Wage

14.7%

MO Full-Time DSP
Vacancy Rate



40%

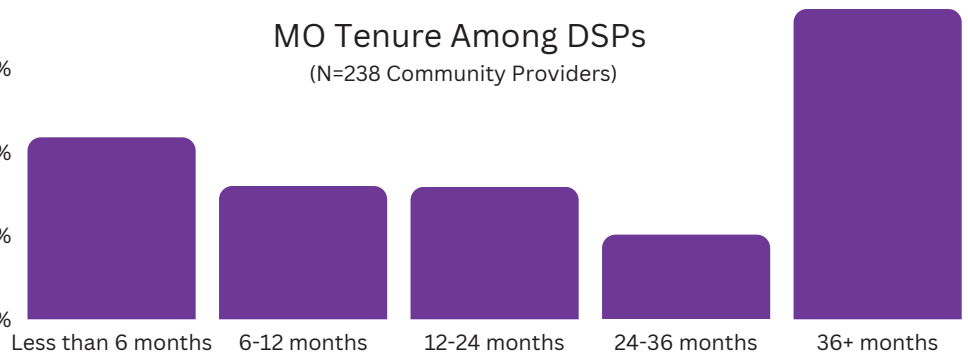
30%

20%

10%

0%

MO Tenure Among DSPs
(N=238 Community Providers)



Registered Apprenticeship

Missouri is the first state in the nation to develop a Registered Apprenticeship to address the national direct care workforce shortage crisis.



264

Enrolled
Apprentices in
FY23

17

Missouri Employer
Partners
participating in
registered
apprenticeship
program.

68%

Retention Rate

27

Graduates earned the
certified direct support
professional credential in
FY 23

Over

\$1 million

in estimated savings in
staffing replacement costs

CAPACITY AND INFRASTRUCTURE

DMH is committed to strengthening Missouri's existing mental health system and increasing access to mental health services.

50

Initiatives Defined

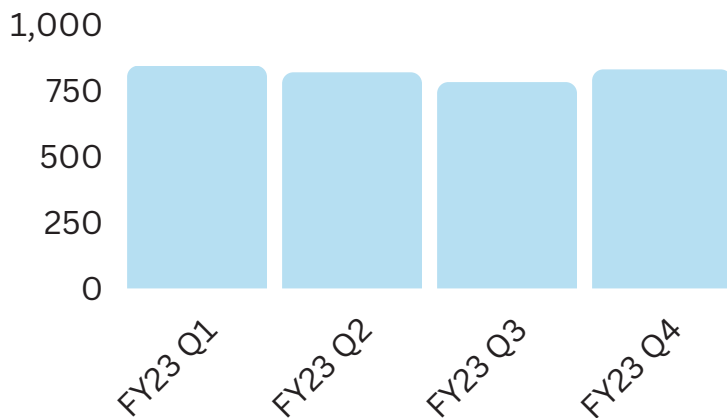
9

Initiatives Completed

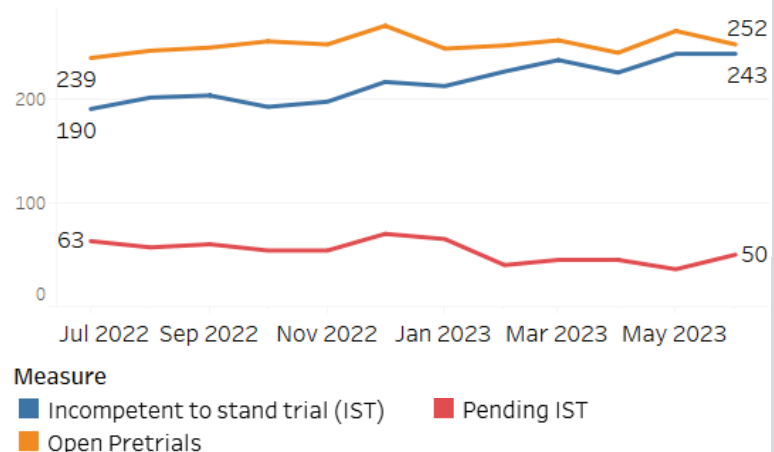
Access to Care

Many Missourians struggle to access mental health services. Lack of access, system-wide, is creating strain on Missouri's health and judicial systems.

Division of Developmental Disabilities waiver funded individuals waiting for a new residential provider.



Court-ordered individuals awaiting pretrial evaluation or admission to Division of Behavioral Health (DBH) hospitals for competency restoration



Behavioral Health Crisis Centers (BHCC)

8

BHCC brought online in FY23

18

total BHCC

23,464

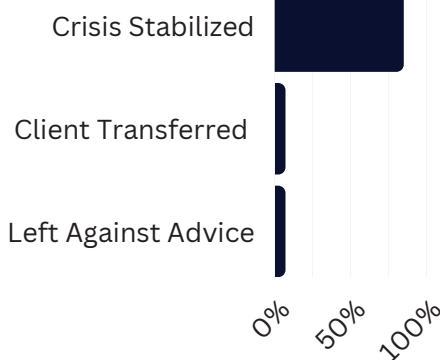
referrals

6.3 mins

Average time law enforcement spends at BHCC

5.4 hrs

Average length of stay



\$77.7 Million

estimated cost saving from hospital diversions

\$1.3 Million

estimated cost saving from jail diversions

Bed Expansion

St Louis Forensic Treatment Center North Expansion dedicated **75 beds** to competency restoration

Reconceptualization

Reconceptualization of Department of Mental Health space to maximize underutilized placement capacity

6

admissions to DMH reconceptualization beds since launch in February

Began operational transformation of DMH habilitation centers

Advanced Aging Caregivers Collaborative

Stakeholders across aging and developmental disabilities identified key priorities to be included in Missouri's Master Plan on Aging



CAPACITY AND INFRASTRUCTURE



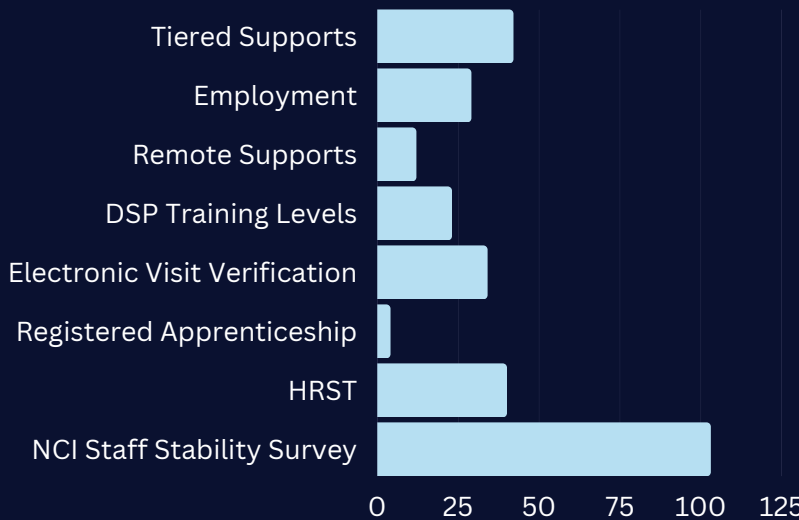
Value Based Payments (VBP)

Developed and launched VBP models that pay enhanced rates for quality of care instead of traditional fee-for-services.

197 providers

Implemented the process to receive Value Based Payments from the Division of Developmental Disabilities (DD)

DD Providers reporting by VBP incentive



The Division of Behavioral Health developed payment models and obtained legislative approval to make value based payments for Recovery Support Providers

CSTAR Transformation

Transformed the Comprehensive Substance Treatment and Rehabilitation (CSTAR) programming to be a medical-focused, evidence-based, outcomes-driven model of care by incorporating the American Society of Addiction Medicine (ASAM) criteria, reducing fee for service reimbursement methodology, and embracing a team based approach, to better address substance use as a chronic care model and improve availability of evidence based practices throughout the service array.

48%

of CSTAR contracted agencies have completed the transformation

Over

2,500

provider staff trained in the ASAM criteria

American Rescue Plan Act (ARPA)

5 out of 7

ARPA projects completed the planning phase

25%

of ARPA expenditures have been paid

Certified Community Behavioral Health Organization (CCBHO)

6

new CCBHOs serving over

20,000

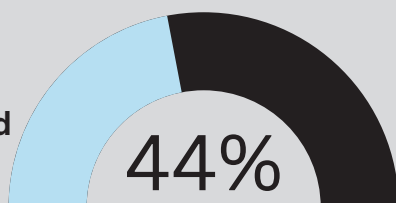
consumers

Rate Standardization

\$546 million in funding achieved rate levels to support a \$15 per hour starting wage for direct support professionals providing Developmental Disabilities waiver services.

Caseload Privatization

The Division of Developmental Disabilities caseload privatization is 44% complete



965

Individual's caseloads transferred to contracted Targeted Case Management agencies

16%

Reduction of State Support Coordination Caseload

TECHNOLOGY

DMH is committed to advancing technology systems to better support DMH staff and individuals.

25

Initiatives Defined

8

Initiatives Completed



Implemented the Health Risk Screening Tool (HRST), a tool used to provide early detection of health risks and destabilization, for Division of Developmental Disabilities waiver participants.



Initiated the use of REDCap to enhance digital collection of information.

- Provider Notice Portal
- Value Based Purchasing Data Reporting
- HRST onboarding



Learning Management System

Transitioned all 24/7 operations into a dynamic e-learning platform offering content specific to the healthcare community.



Technology Updates to Support Electronic Health Record (EHR)

Initiated upgrade of wireless networks in **12** of **14** locations.

1,302

new wireless
access points

563

new laptops



87

new
Chromebooks

28

new wi-fi controllers

Installed fiber to
connect

13

group homes to the
main campuses.

41

new charging cabinets

130

new medical grade
sit/stand rolling desks

70

new switches

TECHNOLOGY

Claims Validation System (CVS)

CVS has processed over 4 million original claim visits since implementation on July 1, 2021. With an increase in the number of providers billing in CVS in FY23, the original claim visit payment count increased by 13%. As processes are improved, it is anticipated the overall count to continue to increase.

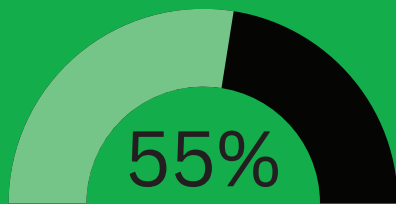
Substance Awareness Traffic Offender Program (SATOP) Payment System

Launched electronic payment system January 2023

- Ability to make electronic fee payments
- 382 payments made since launch
- Eliminate need for money orders and trips to a bank

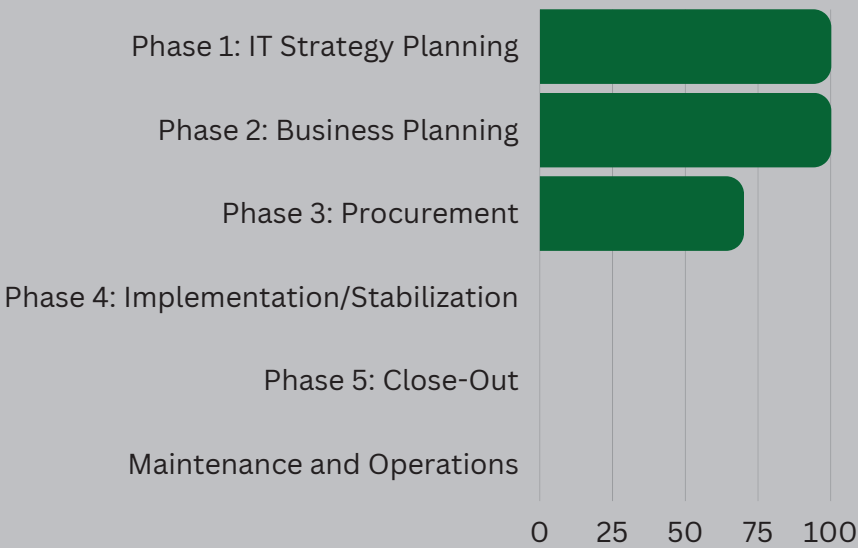
Electronic Health Record (EHR)

DMH is transitioning to a cloud-based EHR solution for 15 State Operated hospitals and programs in the Division of Behavioral Health (DBH) and Division of Developmental Disabilities (DDD). An EHR will modernize and streamline all aspects of facility operations from admissions and bed management to treatment plans, pharmacy, billing, and quality compliance. EHR implementation will create efficiencies for DMH staff and help improve patient outcomes.



DMH's Electronic Health Record Project was 55% complete at the end of FY 2023.

EHR Phase Status



FY23 EHR Project Accomplishments:

- **Vendor Demonstrations** – Conducted 5 vendor demonstrations. Each vendor showcased an EHR solution to 100+ DMH staff over 2 days.
- **Vendor Evaluation** – DMH EHR Research and Evaluation Team analyzed possible EHR solutions and identified top solutions.
- **Leadership Roadshow** – EHR Project Team met with leadership at each State Operated facility to strategize EHR communications, increase EHR understanding, and plan EHR implementation - including assessing Wi-Fi capability.
- **The Statement of Work (SOW)** was drafted including 1,140 total requirements, 13 interface requirements, 9 data import/export requirements, 29 contract requirements, and the pricing pages. The SOW will ultimately become the EHR contract with a selected vendor.
- **Research and Analysis** for connections with the Health Information Network (HIN), Contract Amendments, Data Sharing Agreements, and Staffing Needs for the next phase have been completed.

QUALITY OUTCOMES

37

Initiatives Defined

6

Initiatives Completed

DMH is committed to promoting quality outcomes for individuals in its care and in the community through policy, best practices, and compliance.

SMART TRAINING

Situational Management and Response Techniques (SMART) are trauma informed interventions used in DMH adult psychiatric hospitals for management of patients experiencing challenging and aggressive behaviors.

100%

of DMH adult psychiatric hospitals initiated SMART Training.

100%

of DMH adult psychiatric hospitals new employees complete SMART.

100%

of DMH adult psychiatric hospital employees complete annual SMART refresher training.

Employees with direct patient care duties complete additional, more comprehensive and intensive SMART training program.

Autism Commission

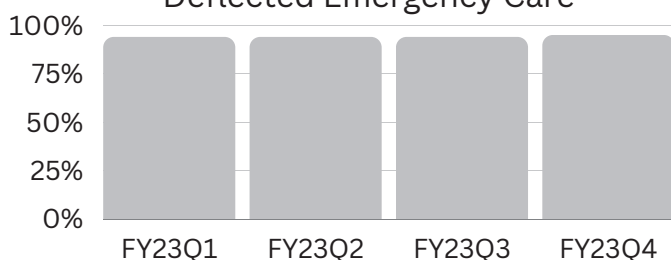
The Autism Commission analyzed and developed strategic goals to address issues for those with an autism diagnosis transitioning to adulthood.

Common Ground

Department leadership and program directors prioritized support systems for individuals with both serious mental illness (SMI) and DD

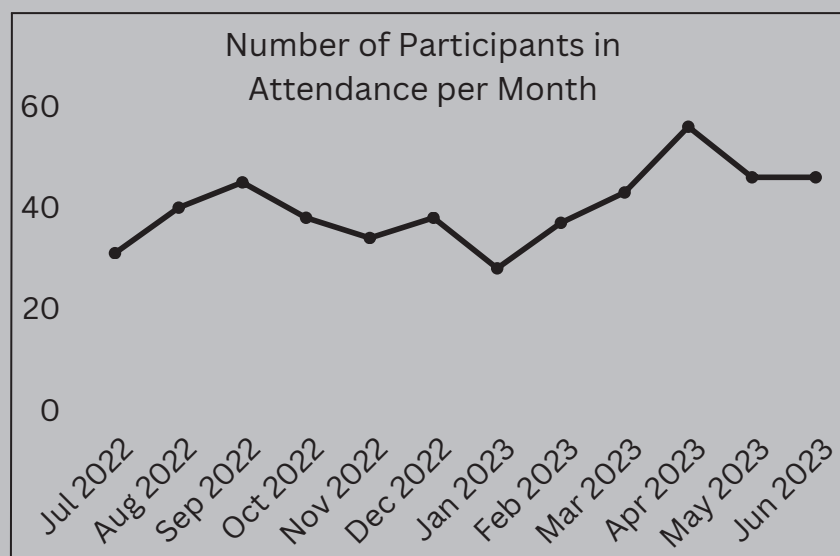
Station MD

Percent of Station MD Consults that Deflected Emergency Care



Missouri Alliance for Dual Diagnosis (MOADD)

ECHO MOADD (Missouri Alliance for Dual Diagnosis) is a collaborative effort between Department of Mental Health, leading content experts, and providers with interest in developing expertise in supporting children with a dual developmental/intellectual and behavioral health diagnosis



QUALITY OUTCOMES

Tiered Supports



Tiered Supports is a state sponsored consultation process focused on helping organizations develop systems to support positive practices for improved services

Tier 1: Universal Strategies

- **Tools for Everyone:** training basic positive, relation-building skills to anyone from families to provider staff to hospital personnel that can increase rapport and improve relationships.
- Enhanced **school collaboration.**
- Implemented **Value Based Payment (VBP)** model for ISL services focusing on Tier 1 systems.

59

providers
trained

71

providers received
consultation

Tier 2: Targeted Strategies

- **Standardized transition policy** following organizational efficiency, including division focused consultation for placement emergency.
- Developed and implemented a **weekly huddle** with all regions focusing on placement and behavioral support emergencies.
- Developed a **workshop series** aimed at helping residential providers identify common risk areas and teach individuals additional skills to address needs.

72

providers
trained

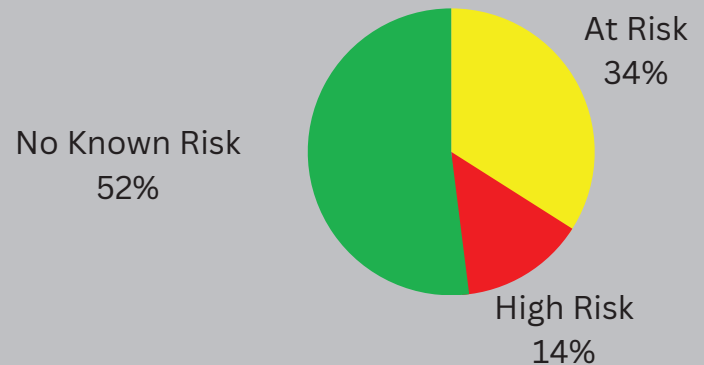
9

providers
received
consultation

146

completed
transition
consultations

Percent of Division of Developmental Disabilities Residential Individuals by Risk Level



- Developed and launched Mental Health Monday communication to IDD service Providers
- Developed and launched BHIDD Weekly communication to BH service providers
- Released MOADD Best Practice Manual

Tier 3: Intensive Strategies

- Development and implementation of **clinical workshop series** for behavior analysts aimed at increasing problem-solving and complex case management.
- Following organizational efficiency, **standardized statewide professional peer review committee** for behavioral supports and those individuals experiencing the highest risk.
- Developed and is piloting a **behavior support plan (BSP)** template that aims to make BSPs more effective and easier to understand.

98

individual clinical
consultation

48

professional service
providers trained

OPERATIONAL EXCELLENCE

DMH is committed to developing skills, changing approaches, and improving processes to create an environment of continuous improvement.

64

Initiatives Defined

12

Initiatives Completed

Continuous Improvement

Average Quarterly Pulse
Survey (QPS) Response

2,343

Expectations:
66%

Employees clearly
understand what is
expected of them

Invested:
85%

Employees really care
about the fate of the
organization

Missouri Way Training White Belt Completions (FY23)

145



Missouri Way Training Yellow Belt Completions (FY23)

151



Role:

Employees understand how they
contribute to the organization's vision

0.75
0.5
0.25
0

64%

67%

69%

75%

QPS 10

QPS 12

QPS 14

QPS 16

Communication

Customer Feedback

Implemented a customer feedback survey for
Division of Developmental Disabilities (DD) to
display in their email signature and to be
accessible via the DD webpage.



How did we do?
Provide feedback.

Strategic Directions

Rolled out Strategic Directions through email
communication, updated website, flyers
posted at locations, and a theme video series.

Bi-weekly Calls

DMH hosts Bi-weekly calls to
inform staff of current
events happening within
DMH, teach staff about
programs throughout DMH,
and improve internal
communication.



Average number
of staff attending
Bi-weekly Calls

608

Social Media

Initiated evaluation and optimization of DMH's
social media footprint.

OPERATIONAL EXCELLENCE

Positive Work Environment

DMH Way

The DMH Foundation Training is designed and set up to help improve personal leadership and bring performance, and team's performance, to new heights. The main goals of this training are to help create even stronger working relationships, engage staff, create fulfillment in their role, and drive retention in positive ways.

22

Listening sessions held with DMH staff

Developed Leadership Playbook

15

DMH Way Foundation Sessions hosted/delivered

1,116

Leaders attended a DMH Way Foundation Session

99

Virtual DMH Way Implementation Support Sessions hosted/delivered



Division of Development Disabilities (DD) Culture

Developed a Cultivating Culture Podcast Series, A monthly podcast that explores ways to improve office and employee related culture within DMH. Achieved through in-depth discussions with experts in the field.

Initiated a Culture Landscape Scorecard at DD regional and central office locations to identify areas of strength and weakness, inform an action plan to address culture, and measure progress towards culture efforts.



Acknowledging and genuinely appreciating State Team Members for a job well done is proven to be one of the top motivators for morale and motivation. As such, formal and informal rewards and recognition are important tools when it comes to increasing job satisfaction, engagement, and retention of our valuable state team members.

Appointed a DMH appreciation ambassador

Created a DMH appreciation committee

Hosted appreciation events throughout the month of June

Created an appreciation video series featuring staff across the state

Data Driven: Data Culture



- Completed a Data Culture Assessment in the Division of Behavioral Health with responses from 104 staff across the Division. The results provided guided action for groups to data to improve upon areas of weakness.
- Gathered material to develop learning paths for data culture improvement across the department.

MENTAL WELL-BEING

42

Initiatives Defined


8

Initiatives Completed

DMH is committed to helping people cope with life's stresses so they can be healthy, happy, and productive members of their communities.

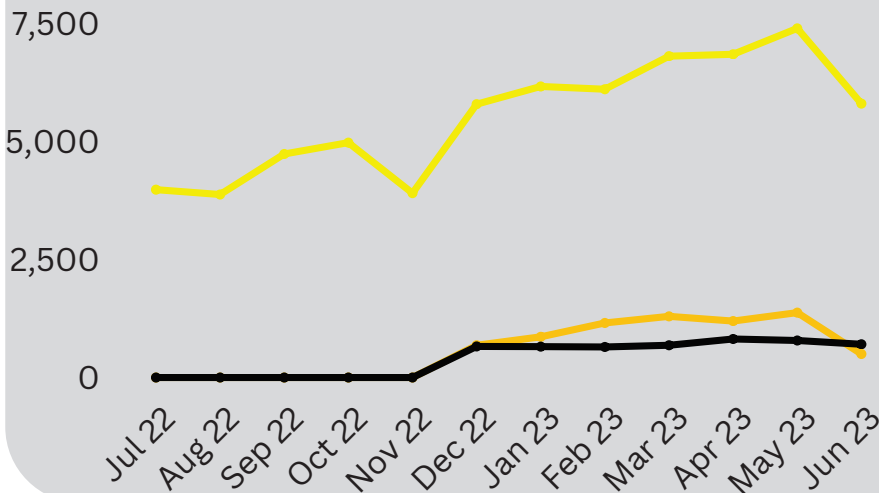


988 is a three-digit number that offers 24/7 and statewide access to crisis services via call, text, or chat. Trained crisis specialists are available and can help individuals experiencing suicidal thoughts, substance use, and/or mental health crisis or any other kind of emotional distress.

 **78,470**
Calls/texts/chats

988 Calls, Texts, and Chats

■ Calls ■ Chats ■ Texts



988 Top 3 Reasons for Call

32% Mental Health Needs or Referral Assistance

27% Currently Suicidal

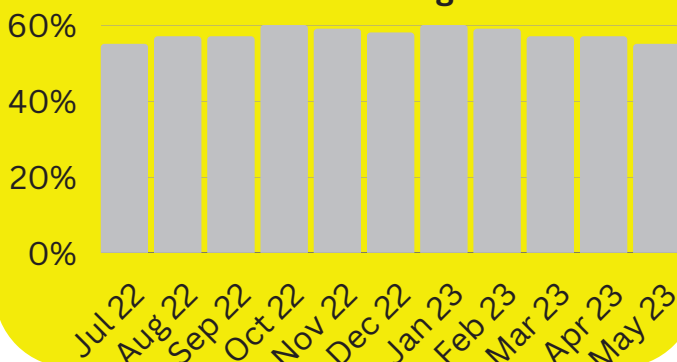
14% Acute Mental Health Crisis

Medicated Assisted Treatment (MAT)

123%

increase of Alcohol Use Disorder consumers receiving MAT from May 2022 to end of April 2023.

Percent of Persons with Opioid Use Disorder Receiving MAT



Opioid

- Increased the number of individuals experiencing an overdose referred to treatment services, wrap around care, and OEND through EPICC programming.
- Increased access to prescription drug disposal bags.

Total Narcan Kits Distributed across Grants



MENTAL WELL-BEING

Substance Awareness Traffic Offender Program (SATOP)

SATOP reduces repeat driving while intoxicated (DWI) offenses by helping individuals address alcohol and substance use.

13,260
individuals
completed a state
certified DWI
program.

Well-being Playbook

Developed a Missouri Well-being Playbook that aims to provide guidance to Missouri Department of Mental Health (DMH) and other hospital systems and spotlight strategies that have worked well to promote and sustain wellness.



Housing

Number of Missourians experiencing homelessness served by DMH-DBH outreach programs during 2022 program year:

2,048

Preparedness Exercises

- Completed the first ever all facility, regional office and central office tabletop exercise at State Emergency Management Agency (SEMA)
- Completed a full scale Victim Information Center exercise with SEMA and other partners to test our mass fatality plan.
- Participated in a functional exercise for Emergency Repatriation in St. Louis

Behavioral Health Strike Team

Hosted two Behavioral Health Strike Team summits with a focus on mass casualty events

85 individuals

attended Behavioral Health Strike Team summit

Presented on the **Behavioral Health Strike Team** and the **Crisis Counseling Program** at the Spring Training Institute and the Region 7 Mass Care Virtual Lunch and Learn

Trainings

8,236

People trained in Mental Health First Aide

109

People trained to be trainers in Psychological First Aid

109

People trained in Stress First Aid

Response

DMH and community partners respond during manmade or natural disasters by providing trauma supports and connecting individuals to mental health community resources.

- Managed crisis counseling program for July 2022 St Louis flash flooding.
- Activated behavioral health strike teams for CPVA school shooting.
- Activated behavioral health strike teams for 2 floods and 2 tornados.

INDEPENDENCE AND SELF-SUFFICIENCY

DMH is committed to increasing independence and self-sufficiency within Missouri's mental health system.

22

Initiatives Defined

1

Initiative Completed

Universal Design and Assistive Technology (UDAT)



Technology First

Technology First is the practice of considering the use of technology before direct support professionals. Technology can be a creative solution to support a person's desire for more independence at home, in the community, and at work.

Consultations,
Technical
Assistance, and
Trainings

102

Assistive
Technology

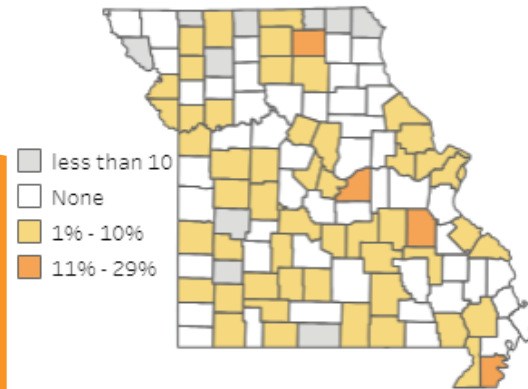
481

Environmental
Accessibility
Adaptations

208

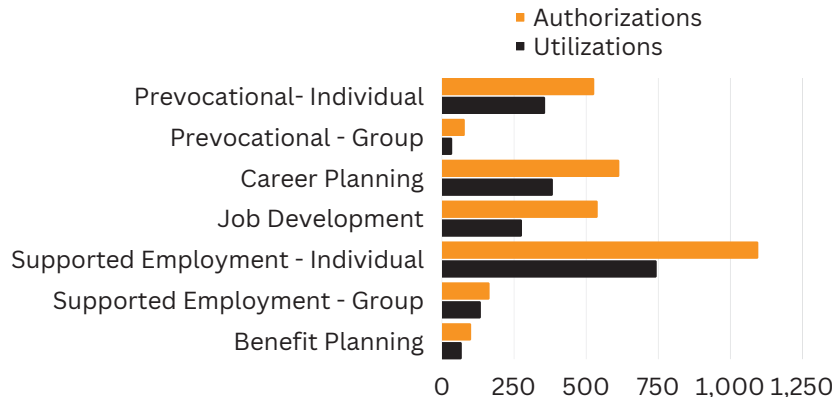
New Individuals
using Assistive
Technology or
Remote Supports

Percent of individuals in the Division of Developmental Disabilities with a Medicaid waiver who are authorized for assistive technology or remote supports

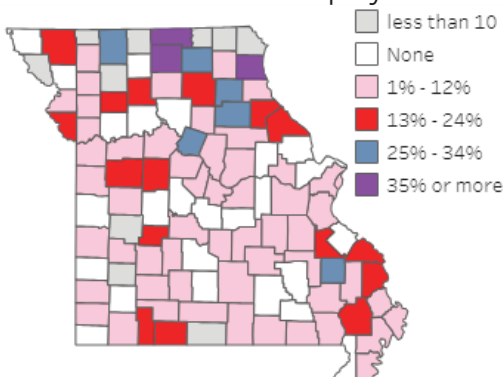


Employment and Community Integration

Number of Division of Developmental Disabilities individuals in a Medicaid Waiver Accessing Employment Services in FY23



Percent of individuals in the Division of Developmental Disabilities ages 14-64 with a Medicaid waiver who are authorized for employment services



293

new I/DD
individuals
accessing
employment
waiver services

Individual Placement and Support (IPS) Evidence Based Practice Employment Program

DBH is the state agency lead of the Office of Disability Employment Policy (ODEP) awarded National Expansion of Employment Opportunities Network Initiative (NEON).

- 1 of 10 state to receive award.
- Focus upon promotion of benefits planning.

1,409

IPS
Individuals
served

33

sites
operated by
19 agencies

50%

IPS
Employment
Rate

Assertive Community Treatment Teams with Employment Specialists

9

teams for
Adults

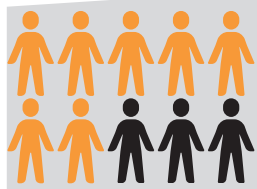
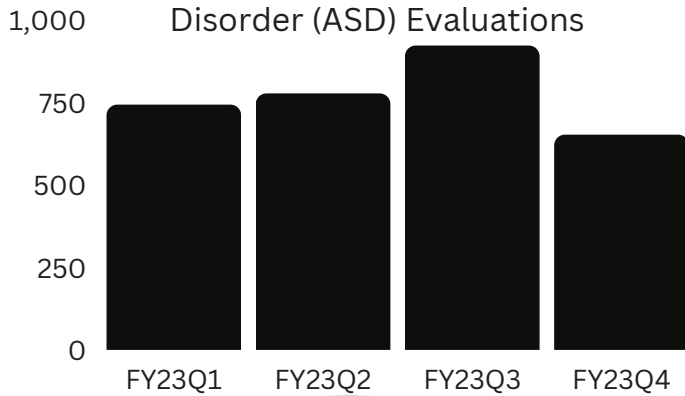
11

teams for transition-
age youth

INDEPENDENCE AND SELF-SUFFICIENCY

Autism Services

Total Seen for Autism Spectrum
Disorder (ASD) Evaluations



70%

of individuals seen for
ASD evaluations received
an Autism diagnosis

DMH Funded Autism Education



1,892

Family Members



2,932

Professionals



2,838

Students/Trainees

Peer Supports

1,498

Certified Peer Specialist
(CPS)

36

Certified Reciprocal Peer
Recovery (CRPR)

12

Youth Peer Specialist
(YPS)

79

Family Support Provider
(FSP)

Family Supports

12

MO DDD & You webinars hosted
with Families and Individuals as
the targeted audience

74

Average attendees at MO
DDD & You webinars in
FY23

4,214

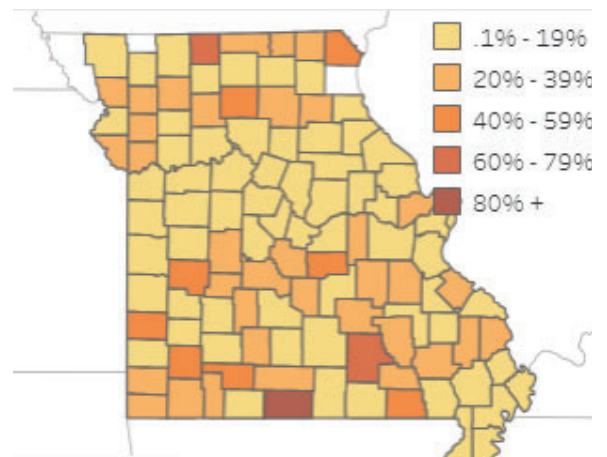
Referrals to Missouri
Family-to-Family (UMKC) FY23

Self-Directed Services

Increased utilization of self-
directed services by

12%

Percent of individuals in the Division of
Developmental Disabilities with a Medicaid
waiver using Self-Directed Services



CHILDREN'S SERVICES AND SUPPORTS

DMH is committed to revamp Missouri's children and adult mental health systems to provide appropriate levels of care, support, and education.

17

Initiatives Defined

1

Initiatives Completed

Children's Waiver

Initiated development of Children's Waiver targeted at providing support for youth boarded at hospitals.

1.6 services

is the average number of services provided for youth in Children's Division custody

39%

Of youth waiting for a developmental disabilities residential care in the Division of Developmental Disabilities are under the age of 15

First Episode of Psychosis

First episode psychosis (FEP) is the period of time when an individual experiences the initial onset of psychosis. FEP typically occurs in young people between the ages of 15-35. The goal in supporting individuals experiencing FEP is to provide early identification and treatment of psychosis which will help shorten the duration of psychotic episodes, reduce recurrences, and limit the decline in functioning that occurs as the disease progresses.

2023 Accomplishments

- Implemented First Episode of Psychosis **coordinated care teams**.
- DMH partnered with Missouri Institute of Mental Health and developed Missouri's **Early Psychosis Care (EPC) Center**
- Engaged MIMH to collect data on psychosis.
- Hosted **informational booths** at the School Resource Officers Conference, DESE's Transition Training Institute, and DESE's Special Education Directors Conference.
- Developed **best practice center** for first episode psychosis to be a resource hub for community engagement & FEP education.
- Initiated work with CCBHO's to develop and implement **First Episode of Psychosis Coordinated Specialty Care (CSC) teams**.

72

Law enforcement and first responder attended the First Episode of Psychosis Summit at the Crisis Intervention Team Conference.

300

Providers, academics, and other interested parties attended the First Episode of Psychosis conference.

CHILDREN'S SERVICES AND SUPPORTS

17,104

youth served by
Division of
Behavioral
Health

1,083

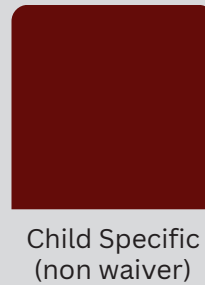
youth served by Division
of Development
Disabilities (DD) and
Children's Division

\$60,000,000

\$40,000,000

\$20,000,000

\$0



Amount spent on youth
served by DD and Children's
Division

Child Specific
(non waiver)

DD Residential

DD Waiver

Project HOPE

HOPE (Health Outcomes from Positive Experiences):

Introduction to HOPE is an interactive workshop in partnership with Tuft's University that engages participants in thinking through how they can promote access to the Four Building Blocks of HOPE in their work. The presentation covers the research behind Positive Childhood Experiences (PCEs) and their mitigating effects on ACEs and the Four Building Blocks of HOPE and the power of the brain to heal. It also review Type 1 versus Type 2 thinking and what HOPE adds to existing frameworks. Five presentations were given thus far in 2023 reaching approximately combined 140 DMH staff and Parents As Teachers home visitors.



Family First

1,087

Family First Referrals

High Risk Youth

4,440

Number served in FY23

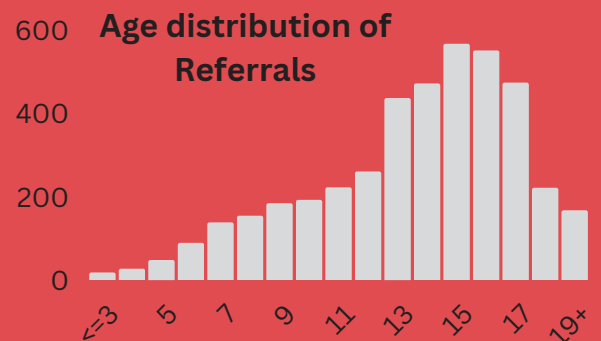
Youth Behavioral Health Liasons (YBHL)

4,182

YBHL Referrals

82%

were referred to mental
health services



Custody Diversion

collaborating with other
state agencies and
provider network to
update custody diversion
protocol to include more
proactive coordination



Children's Mental Health Week

This year marked the 32nd year of Children's Mental Health Week in Missouri. Several events were held across the state to focus on resiliency and mental wellness of youth. On May 2nd DMH in partnership with the National Alliance of Mental Illness (NAMI) Missouri, attended a proclamation signing event with Governor Parson.